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16 August 1968

MEMORANDUM FOR: Special Assistant to the Director
of Personnel

SUBJECT : Summer Intern Report

1. Since the major purpose of this report is to describe and suggest possible solutions for problems that existed in the Central Intelligence Agency Summer Intern Program, the report will tend to include an inordinate amount of criticism. In order to place this criticism in some sort of perspective, I shall begin the report with a few observations on the overall success of the program. I shall then briefly discuss those areas of the program that could in my estimation be significantly improved.

2. My impressions of the value of the Summer Intern Program are partially a function of my opinions regarding the tasks I was allowed to perform, and the people with whom I worked. In both these cases, I have nothing but praise. The people were helpful and interested beyond what one had reason to expect, and the responsibilities of the job were certainly commensurate to my particular level of competence at this point in my academic career.

3. Perhaps the most succinct comment possible regarding my overall impressions of the worth of the Summer Intern Program is that I very much look forward to returning next Summer, and shall recommend to several of my friends that they also apply for a position on the Summer Intern Staff. I know of no other short-term employment position that offers a student such a rewarding combination of: 1) fascinating and pertinent material with which to work; 2) a highly responsible position; 3) an intelligent and varied group of fellow workers, and, 4) an acceptable salary level. In other words, the Agency has much to offer any student wishing to work in

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his area of specialization for the Summer. For the student, the advantages of employment in the Intern Program are clear enough not to require elaboration on my part. What, then, are the problems of the program? Most if not all of the problems are administrative in nature, and are partially caused by the newness of the program itself, with its consequent untried and experimental procedures.

4. To begin with I would suggest the adoption of a more professional recruitment approach. The Agency is sponsoring what is essentially an excellent training program. It should be advertised as that. From my admittedly limited knowledge of this year's recruitment approach, many qualified and competent students never heard of the Internship Program, and others heard so little that they remained uninterested. I stumbled across the recruitment information purely by accident. This problem could be solved by wider judicious dissemination of the pertinent information about the program to the chairmen of interested departments, and to particular professors. The recruitment procedure should begin earlier than this year's, in order to contact prospective interns before they make Summer plans, and in order to allow ample time for processing of the applications so that all the interns would arrive at the Agency at the same time ready to begin employment.

5. The next problem facing the Summer Intern is housing. The Agency did not offer any assistance to myself in locating inexpensive housing in the Washington area. Some effort should be made not only to inform the prospective intern of the approximate costs of housing and perhaps a list of possible places--but also the Agency could attempt to pair up those interns who have no one with which to share an apartment. It would be a sad commentary on the program if it lost the interest of some talented students simply because the students could not arrange for inexpensive housing. Related to the problem of housing is the question of financial support for the first several weeks that the Intern is in Washington. Graduate students are not noted for their cash reserves. The first paycheck does not reach a new employee for several weeks after EOD yet it is at precisely this time that the major expenses of resettlement are incurred, such as housing deposits and fixtures. This problem could be easily remedied by making a salary advance readily available at the beginning of the Summer. Prospective Interns should be informed of this Agency service in order that this problem would not prevent acceptance of the Internship.

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6. The next area in which significant improvement could be facilitated is in the Intern Orientation Program. As already mentioned, it would prove highly advantageous to have all the Interns arrive and receive orientation as a group, because this approach would allow for discussion and clarification of problems peculiar to the Summer Intern. This year's Orientation Program was primarily designed for the temporary employees of the Agency. None of the speakers seemed to have even heard of the Internship Program. Most of the lectures contained a high quotient of sleepability, and with few exceptions were outstanding primarily for their marked propensity to bore.

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7. The other section of the Summer Interns' orientation to the Agency--the tours and lectures by the various Agency subdivisions--was very useful, and should be expanded. As I understand it, the Agency hoped that among other things this intern program would demonstrate to future members of academia the goals of the Agency and its role within the Intelligence Community. The planned tours and lectures come closer to accomplishing this aim than any other activity of the Interns. I would suggest, however, that the tours could be better organized, so that those people conducting the tours would have a clearer idea of how and why their efforts could be useful to the Interns. In this way the tours could be more closely fitted to the goals of the Intern Program. I would also suggest tours to other members of the Intelligence Community, such as NSA and DIA. Further, I would suggest that these tours be crowded into the first week on the job. The intern would not tend to look upon them as interruptions of their regular work schedule, and the information received in those briefings would be useful for the whole period of the Internship.

8. These are the only major criticisms and suggestions I have to offer. I should again like to point out that these are relatively minor points of administrative detail aimed at improving a program that was an immense success from, both the Interns and the Agency's, point of view. The Agency should attempt to expand the size of the program. The avowed purposes of the Internship program--to introduce future members of academia to the role of the CIA, and to interest some of the Interns in a career here after graduation--have in my opinion been achieved.

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